United Nations A/58/6 (Sect. 31)

General Assembly

Distr.: General
25 March 2003

Original: English

Fifty-eighth session

Proposed programme budget for the biennium 2004-2005*

Part X
Jointly financed administrative activities and special expenses

Section 31
Jointly financed administrative activities

(Programme 24 of the medium-term plan for the period 2002-2005)**

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* The approved programme budget will subsequently be issued in final form as *Official Records of the General Assembly, Fifty-eighth Session, Supplement No. 6* (A/58/6/Rev.1).

** *Official Records of the General Assembly, Fifty-seventh Session, Supplement No. 6* (A/57/6/Rev.1).

03-29396 (E) 140403

Section 31
Jointly financed administrative activities

(Programme 24 of the medium-term plan for the period 2002-2005)

Overview

31.1 Provisions under the present section cover the requirements for the United Nations share of the costs of three administrative organizational units of the United Nations common system financed on an inter-agency basis. They are:

(a) The International Civil Service Commission and its secretariat;

(b) The Joint Inspection Unit and its secretariat;

(c) The secretariat of the United Nations Chief Executives Board for Coordination.

The section also covers the requirements for the United Nations share of the costs of the inter-organizational security measures programmed in the context of the new security management system in the field.

31.2 The full budgets of the International Civil Service Commission, the Joint Inspection Unit and the Office of the United Nations Security Coordinator are also presented to the General Assembly for its consideration and approval in accordance with the established arrangements. The comments of the Chief Executives Board on the budget proposals of the Joint Inspection Unit for the biennium 2004-2005, which are required by its statute, are contained in the annex to the present section. The full budget of the Chief Executives Board for Coordination is also presented for information purposes while the United Nations share of it is presented for approval.

31.3 One major change in the structure of the present section relates to the presentation of activities and related resources of the secretariat of the Chief Executives Board for Coordination (CEB). The current presentation reflects the outcome of the review of the Administrative Committee on Coordination (ACC) initiated by the Secretary-General in 1999 and a subsequent decision of the Board to streamline and consolidate its subsidiary machinery and support structures.

31.4 Another major change in the structure of the present section relates to the transfer of the activities and resources for inter-organizational security measures to section 31. Previously, provisions were made under former section 30, Special expenses. The transfer reflects the jointly financed nature of the activities, which are under the responsibilities of the United Nations Security Coordinator. The component for inter-organizational security measures comprises the programme of activities and budget of the Office of the United Nations Security Coordinator for the new security management system in the field as endorsed by the General Assembly in its resolution 56/255 (VIII) of 24 December 2001.

31.5 The overall framework of the expected accomplishments and indicators of achievement for the biennium 2004-2005 is presented by organizational unit in table 31.1.

Table 31.1 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. International Civil Service Commission	5	5
B. Joint Inspection Unit	2	2
C. Chief Executives Board for Coordination	3	3
D. Inter-organizational security measures	5	8
Total	**15**	**18**

31.6 The proposals for the regular budget appropriation made under the present section reflect a net increase of $1,803,300, or 8.6 per cent over the level approved for the biennium 2002-2003. The requirements were estimated on the basis of the full budgets of the activities, and the percentage share of the United Nations in those costs, determined by CEB on the basis of established methodology. The proposed increase is due largely to the additional requirements for the Office of the United Nations Security Coordinator. The percentage distribution of regular budget resources under the present section is as shown in table 31.2.

Table 31.2 **Percentage distribution of regular budget resources by component**

Component	*Regular budget*
A. International Civil Service Commission	22.0
B. Joint Inspection Unit	11.8
C. Chief Executives Board for Coordination	5.8
D. Inter-organizational security measures	60.4
Total	**100.0**

Table 31.3 **Summary of resource requirements by component (United Nations share of costs)**

(Thousands of United States dollars)

Regular budget

Component	*2000-2001 expenditure*	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
A. International Civil Service Commission	4 107.6	4 857.6	109.8	2.2	4 967.4	476.5	5 443.9
B. Joint Inspection Unit	2 159.3	2 530.5	131.0	5.1	2 661.5	118.4	2 779.9
C. Chief Executives Board	1 225.0	1 371.5	(60.6)	(4.4)	1 310.9	58.3	1 369.2
D. Inter-organizational security measures	1 580.8	11 987.4	1 623.1	13.5	13 610.5	1 330.1	14 940.6
Total	**9 072.7**	**20 747.0**[a]	**1 803.3**	**8.6**	**22 550.3**	**1 983.3**	**24 533.6**

[a] In the present table and elsewhere in the present section, the data represents the 2002-2003 revised appropriation adjusted to reflect a transfer of activities and resources associated with the inter-organizational security measures from section 32, Special expenses, to the present section.

31.7 The estimated requirements under the full budgets of the activities programmed in the present section are summarized in table 31.4. The changes in post establishment proposed in the context of the full budgets are summarized in table 31.5. Owing to the inter-agency nature of those operations, all the posts budgeted in the present section are outside the United Nations regular budget staffing table.

Table 31.4 **Summary of resource requirements by component (full budgets)**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2000-2001 expenditure	2002-2003 appropriation	Resource growth		Total before recosting	Recosting	2004-2005 estimate
			Amount	Percentage			
A. International Civil Service Commission	10 895.5	12 988.3	49.5	0.3	13 037.8	1 314.0	14 351.8
B. Joint Inspection Unit	7 152.9	8 155.1	214.6	2.6	8 369.7	360.3	8 730.0
C. Chief Executives Board	3 363.0	3 652.2	(20.0)	(0.5)	3 632.2	163.9	3 796.1
D. Inter-organizational security measures	7 780.6	62 517.5	16 890.4	27.0	79 407.9	7 406.5	86 814.4
Total	**29 192.0**	**87 313.1**	**17 134.5**	**19.6**	**104 447.6**	**9 244.7**	**113 692.3**

(2) *Extrabudgetary*

	2000-2001 expenditure	2002-2003 estimate	2004-2005 estimate
Total	**1 276.3**	**3 788.4**	**3 874.3**
Total (1) and (2)	**30 468.3**	**91 101.5**	**117 566.6**

Table 31.5 **Summary of post requirements by component (full budget)**

	Established posts		Temporary posts		Extrabudgetary posts		Total	
	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005	**2002-2003**	**2004-2005**
A. International Civil Service Commission	44	46	2	-	-	-	**46**	**46**
B. Joint Inspection Unit	20	20	-	-	-	-	**20**	**20**
C. Chief Executives Board for Coordination	7	14	3	-	-	-	**10**	**14**
D. Inter-organizational security measures	331	332	-	-	7[a]	7[a]	**338**	**339**

[a] These posts are funded from the peacekeeping support account.

A. International Civil Service Commission

Full budget of the International Civil Service Commission (before recosting): $13,037,800

Regular budget resource requirements for the United Nations share (before recosting): $4,967,400

31.8 By its resolution 3357 (XXIX) of 18 December 1974, the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the General Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. Under article 21, paragraph 2, of the statute of ICSC, a provision is made for the inclusion of the ICSC budget in the regular budget of the United Nations. The budget estimates for the Commission are submitted by the Secretary-General after consultation with the United Nations System Chief Executives Board for Coordination on the basis of proposals made by the Commission.

31.9 The overall broad objectives of the Commission's programme of work are: (a) to continue to maintain a common system of salaries, allowances and benefits; (b) to establish and maintain procedures and/or methodologies; (c) to establish and maintain post adjustment classifications and daily subsistence allowance rates for some 200 countries and areas around the world; (d) to conduct surveys of the best prevailing conditions of employment for General Service staff at headquarters duty stations; (e) to develop and maintain job classification standards; and (f) to provide guidance and advice on various human resources management issues.

31.10 The Chairman of the Commission is responsible for directing its work. The Executive Secretary, as the Chief Administrative Officer of the Commission, is responsible for the preparation of the budget estimates, in consultation with the Chairman and Vice-Chairman, and for submitting them to the Secretary-General.

Programme of work of the International Civil Service Commission

31.11 It is expected that ICSC will hold two sessions with a total duration of six weeks in 2004 and two sessions with a total duration of four to five weeks in 2005. Of the two sessions held each year, one will take place in New York and the other will be held elsewhere, in principle, at the headquarters of one of the participating organizations of the United Nations common system. The Commission may also decide to establish working groups on selected issues. Those working groups would be composed of members of the Commission or its secretariat, as well as representatives of the member organizations and staff. It is expected that, during the biennium 2004-2005, four such working groups will be established and that each of the groups will meet for approximately two weeks. Furthermore, it is anticipated that representatives of the Commission will participate in the meetings (1 meeting per year) of the technical working groups established by the governing bodies of the participating organizations.

31.12 The Commission's Advisory Committee on Post Adjustment Questions will hold one session of one-week duration in each year of the biennium. As is the case with members of ICSC, the members of the Advisory Committee are entitled to travel and subsistence expenses in accordance

with the rules established by the General Assembly for members of organs and subsidiary organs of the United Nations serving in their individual capacity.

31.13 The structure of the secretariat of the Commission remains unchanged. It includes the Office of the Executive Secretary, the Cost-of-Living Division, the Personnel Policies Division and the Salaries and Allowances Division.

31.14 The main activities to be undertaken by the Cost-of-Living Division in the biennium 2004-2005 include: (a) carrying out and processing a new round of cost-of-living surveys in headquarters duty stations; (b) carrying out and processing periodic cost-of-living surveys in non-headquarters duty stations; (c) monthly updating of post adjustment indices and establishment of post adjustment classifications; (d) publishing of post adjustment reports on a monthly basis; (e) management of the rental subsidy scheme, which is linked to the post adjustment system; (f) methodological research on post adjustment required by a number of events, including the review of the pay and benefits system; (g) carrying out joint cost-of-living methodology development projects with statistical agencies of the European Commission and the Organisation for Economic Cooperation and Development (OECD) to improve the quality of post adjustment and, over the long term, achieve resource savings through joint calculation of cost-of-living indices; (h) providing secretariat services for the Advisory Committee on Post Adjustment Questions; and (i) improving the technical and information technology skills of staff to fully utilize the new information technology system and master new statistical approaches. The users of the outputs of this subprogramme are the United Nations common system, Member States, non-governmental organizations and the private sector.

31.15 In the biennium 2004-2005, the main activities to be undertaken by the Personnel Policies Division include new studies emanating from the integrated framework for human resources management approved by the General Assembly in 2000 and ongoing operational and client-oriented activities. These are: (a) a review of the pay and benefits system; (b) a review of the question of mobility; (c) studies on various aspects of human resources management, such as contractual arrangements, paternity leave and other; (d) monitoring and reporting on the implementation of the recommendations and decisions of ICSC; (e) monitoring and reporting on the improvement of the status of women in the common system; (f) classification of duty stations according to conditions of life and work (hardship scheme), including recommendations for hazard pay; (g) preparation of the monthly vacancy announcement bulletin; and (h) technical advice and coordination on job classification matters.

31.16 The main activities to be undertaken by the Salaries and Allowances Division in the biennium 2004-2005 include: (a) conduct of pay and benefits review as it relates to salaries and allowances; (b) studies on the application of the Noblemaire principle and annual monitoring of remuneration levels of the comparator (United States federal civil service); (c) reviews of methodologies for determining various allowances and benefits, such as the education grant and dependency allowances; (d) review of benefits and allowances and staff assessment rates; (e) conduct of General Service salary surveys at headquarters duty stations; (f) monthly update of daily subsistence allowance (DSA) rates; and (g) conduct of a comprehensive review of pensionable remuneration.

Table 31.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974.

Expected accomplishments	*Indicators of achievement*
(a) Sound policy recommendations to the Commission reflecting best practices on human resources issues as set out in the integrated framework for human resources management	(a) Positive assessment by the Commission of the policy recommendations submitted on human resources issues
(b) Competitiveness of the United Nations pay and benefits system under the Noblemaire and Flemming principles, as appropriate	(b) Positive assessment by the Commission of the policy recommendations submitted on the pay and benefits system
(c) Improved methodology for cost-of-living measurements	(c) Positive decision by the Commission on methodology proposals
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classifications for the United Nations common system	(d) Timely implementation of cost-of-living surveys and rental subsidy thresholds and mobility/hardship classifications for the United Nations common system
(e) Up-to-date daily subsistence allowance rates system	(e) Timely implementation of changes in the daily subsistence allowance rates system

External factors

31.17 The activity is expected to achieve its objectives and expected accomplishments on the assumption that organizations of the United Nations common system provide timely information as requested by the Commission and fully implement its decisions and recommendations.

Ou 'puts

31.18 During the biennium 2004-2005, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies: substantive servicing of meetings: approximately 30 formal meetings and informal consultations of the Fifth Committee on issues of conditions of service of the United Nations common system; approximately 100 meetings of the Commission; approximately 24 meetings of the Advisory Committee on Post Adjustment Questions; approximately 40 meetings of working groups of the Commission on specific issues of conditions of service;

(b) Parliamentary documentation:

(i) Reports, research papers on specific issues raised by Member States, organizations and staff representatives submitted to the Commission and other documentation submitted to the Advisory Committee on Post Adjustment Questions and working groups of the Commission under their programme of work (90);

(ii) Substantive assistance to the Commission and the Advisory Committee on Post Adjustment Questions in preparation of their respective reports (16);

(c) Other substantive activities:

(i) Responses on behalf of the Commission on cases of specific issues before the Administrative Tribunal (12);

(ii) Cost-of-living surveys at headquarters and field duty stations; hardship classifications, including systemwide dissemination and assignment of temporary ad hoc classifications; revisions of manuals on the United Nations salary system; monthly revisions and promulgations of post adjustment, daily subsistence allowance and hardship, mobility and hazard pay schemes; promulgation by the Commission of a New Master Standard and related subsystems for application in the common system; workshops on the operation of the post adjustment system; training material/training courses on job classification and mobility and hardship (10);

(iii) Technical material (hard copy and electronic issuances): cost-of-living survey reports (360); revised Classification Manual; manuals on the United Nations salary system (1); post adjustment systems (3); monthly updated post adjustment indices with respect to exchange rate movement, inflation and rental subsidy thresholds (24); daily subsistence allowance circulars (24); mobility hardship schemes (4).

Table 31.7 **Resource requirements: total requirements for the International Civil Service Commission (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	8 563.1	8 773.2	46	46
Non-post	4 425.2	4 264.6	-	-
Total	**12 988.3**	**13 037.8**	**46**	**46**
Extrabudgetary	-	-	-	-

31.19 The estimated requirements in the amount of $13,037,800 would provide for 46 posts and related non-post requirements. Changes in post composition include: (a) reclassification of a P-2 post to the P-3 level in the Salaries and Allowances Division in view of increased responsibilities and a change in the nature of the functions of the post. The incumbent is responsible for calculations related to tax data used to determine the level of staff assessment within salary and the level of certain allowances. Computerization, requiring greater technical and analytical capacity, has changed the nature of the work. The responsibilities now include analysis of labour markets using a number of advanced software applications on the basis of approved methodologies; (b) reclassification of a General Service (Principal level) post to the P-2/1 level for the Administrative Officer. The administrative responsibilities for the ICSC budget and human resources management are delegated to the ICSC secretariat. The related responsibilities have increased over the last few years, following the progressive implementation of human resources management reforms, requiring a level of expertise commensurate with responsibilities at the P-2/1 level; and (c) conversion of two temporary posts (1 P-3 and 1 General Service (Principal level)), to established-post status. Both posts were approved for the biennium 2002-2003 on a temporary

basis to provide for the maintenance of the new Integrated Management Information System. The experience gained indicates a need to maintain these posts on a permanent basis, given to the continuing nature of their functions.

31.20 The estimated requirements in non-post resources reflect a decrease in the amount of $160,600. The proposed change in the level of requirements with respect to other staff costs, travel of members of the Commission, general operating expenses and furniture and equipment is based on past expenditure patterns and estimated needs for the biennium 2004-2005.

Table 31.8 **Resource requirements: United Nations share in the budget of the International Civil Service Commission**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Non-post	4 857.6	4 967.4	-	-
Total	**4 857.6**	**4 967.4**	-	-
Extrabudgetary	-	-	-	-

31.21 The estimated requirements in the amount of $4,967,400, reflecting an increase of $109,800, relate to the contribution of the United Nations to the budget of ICSC for the biennium 2004-2005 based on its share of 38.1 per cent of the full budget. The increase of $109,800 is the net result of a slightly higher percentage share for the United Nations (38.1 per cent, as compared with a previously applied 37.6 per cent) and an estimated increase in the full budget in the amount of $49,500.

B. Joint Inspection Unit

Full budget of the Joint Inspection Unit (before recosting): $8,369,700

Regular budget resource requirements for United Nations share (before recosting): $2,661,500

31.22 The Joint Inspection Unit, created on an experimental basis in 1968, was established, with effect from 1 January 1978, by the General Assembly in its resolution 31/192 of 22 December 1976, in which it also approved the Unit's statute. The Unit is the only systemwide independent external oversight body, and it is accountable to the General Assembly and the competent legislative organs of the specialized agencies and other international organizations within the United Nations system that accept its statute. The expenditures of the Unit are shared by its participating organizations, as agreed upon by them.

31.23 In accordance with article 20 of its statute, the budget of the Joint Inspection Unit is included in the regular budget of the United Nations. Its budget estimates are established by the Secretary-General after consultation with the Chief Executives Board on the basis of proposals made by the Unit. In that connection, in its resolution 55/230 of 23 December 2000, the General Assembly reaffirmed article 20 of the Unit's statute as well as paragraph 182 of its resolution 54/249 of 23 December 1999, and requested the Secretary-General to submit the report of the Chief Executives Board on

the budget proposals made by the Unit, as required by its statute. That report is contained in the annex to the present budget section.

31.24 According to the statute, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination among organizations. The Unit submits an annual report on its activities to the General Assembly and to the competent legislative organs of its other participating organizations.

31.25 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its systemwide competence in undertaking comparative analysis on trends and problems faced by various organizations and proposing harmonized, practical and concrete solutions. It focuses its work on important priority items for the participating organizations, identifying concrete managerial, administrative and programming questions aimed at providing the legislative organs of participating organizations with practical and action-oriented recommendations on precisely defined issues.

31.26 By its resolution 54/16 of 29 October 1999, the General Assembly invited the Unit, while preparing its annual programme of work, to give priority to the reports requested by the participating organizations. As such requests may come after the initial establishment of the programme of work for a particular year, the Unit needs flexibility to adapt its programme of work and the related resources to new requests. For the biennium 2004-2005, the Unit intends to continue with the approach aimed at improving its research capacity that has been implemented in the biennium 2002-2003.

Table 31.9 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To facilitate the improvement of management, the efficiency of services and the proper use of funds among the participating organizations of the United Nations system through inspections, evaluations, investigations and greater coordination.

Expected accomplishments	*Indicators of achievement*
(a) Improvement in the ability of intergovernmental organs to exert oversight on the activities of the participating organizations and to determine the efficiency and cost-effectiveness of their activities	(a) Number of reports of the Joint Inspection Unit actually considered by the legislative bodies of participating organizations, and the number of recommendations endorsed by those legislative bodies
(b) Improvements in the administrative and managerial practices of secretariats, and greater compliance with their respective mandates, rules, regulations, policies and procedures	(b) Number of recommendations actually implemented

External factors

31.27 The activity is expected to achieve its objective and expected accomplishments on the assumption that Member States, the Unit and the secretariats of participating organizations will all play their role in ensuring the impact of the Unit on the cost-effectiveness of activities within the United Nations system. Delays in submission of comments on the reports of the Unit by secretariats, delays in consideration or non-consideration by legislative organs and failure by the latter to adopt

specific resolutions/decisions on recommendations may all impact negatively on the achievement of expected accomplishments.

Outputs

31.28 During the biennium 2004-2005, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 30 formal meetings and informal consultations of the Main Committees of the General Assembly, the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions and approximately 15 meetings of legislative organs of other organizations of the United Nations system on issues contained in the reports of the Unit;

(ii) Parliamentary documentation: annual reports to the General Assembly. Special reports to the General Assembly, as required;

(b) Other substantive activities:

(i) Consultations with secretariats of the organizations of the United Nations system on issues under the work programme of the Unit (approximately 8 consultations);

(ii) Contribution to annual inter-agency meetings, such as the Inter-Agency Working Group on Evaluation and Meeting of Representatives of Internal Audit Services; participation in and organization of inter-agency meetings on selected reports of the Unit (approximately 24 meetings);

(iii) Reports, notes and confidential letters to the Executive Heads under the annual programmes of work of the Unit (approximately 20 reports, notes and letters).

Table 31.10 **Resource requirements: total requirements for the Joint Inspection Unit (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	7 424.7	7 639.3	20	20
Non-post	730.4	730.4	-	-
Total	**8 155.1**	**8 369.7**	**20**	**20**
Extrabudgetary	-	-	-	-

31.29 The estimated requirements of $8,369,700, including an increase of $214,600, would provide for the continuation of 11 positions of Inspectors and 20 posts in the Unit secretariat, as well as for non-post requirements, including those for general temporary assistance, overtime, consultancy and contractual services, travel of Inspectors and staff, general operating expenses, supplies and materials and furniture and equipment. The increase in the amount of $214,600 under posts relates to the delayed impact of the establishment of new posts within the Unit secretariat in the biennium 2002-2003.

Table 31.11 **Resource requirements: United Nations share in the budget of the Joint Inspection Unit**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Non-post	2 530.5	2 661.5	-	-
Total	**2 530.5**	**2 661.5**	-	-
Extrabudgetary	-	-	-	-

31.30 The resource requirements in the amount of $2,661,500, reflecting an increase of $131,000, relate to the United Nations share in the budget of the Unit for the biennium 2004-2005, which is 31.8 per cent. The increase of $131,000 is attributable to a higher level of the full budget of the Unit coupled with a slightly higher percentage share of the United Nations in the costs of the Unit.

C. Chief Executives Board for Coordination

Full budget of the secretariat of the Chief Executives Board (before recosting): $3,632,200

Regular budget resource requirements for the United Nations share (before recosting): $1,310,900

31.31 Activities carried out with a view to supporting the Chief Executives Board for Coordination in promoting inter-agency coordination and cooperation within the organizations of the United Nations system, and the related resource requirements, are now reflected, in their entirety, under the present section. The present document reflects the outcome of the review of the Administrative Committee on Coordination initiated by the Secretary-General in 1999 and the subsequent decision of CEB to streamline and consolidate its subsidiary machinery and support structures. It also presents the cost and results of the work associated with the Chief Executives Board and its subsidiary machinery in an integrated and transparent manner.

31.32 CEB is responsible for promoting coordination among the 27 member organizations of the United Nations system. When it was established in 1946 by the Economic and Social Council in its resolution 13 (III), ACC was responsible for the supervision of the implementation of the agreements between the United Nations and the specialized agencies. Since then, its mandate has evolved into a more comprehensive role of promoting cooperation within the United Nations family of funds, programmes, specialized agencies, related organizations and the Bretton Woods institutions, in the pursuit of the common goals of Member States across a wide range of substantive and management issues. This evolution has been kept under review, and supported by, the Economic and Social Council.

31.33 Following a review of the function of ACC and its subsidiary machinery, the Executive Heads, at the spring 2000 session of ACC, decided to change the name of the Administrative Committee on Coordination to the United Nations System Chief Executives Board for Coordination and to replace its standing subsidiary bodies with two high-level committees: the High-Level Committee on Programmes and the High-Level Committee on Management. That was endorsed by the Economic and Social Council in its decision 2001/321 of 24 October 2001. The High-Level Committee on Programmes subsumed, among others, some of the functions of the Organizational

Committee of ACC as well as those of the Consultative Committee on Programme and Operational Questions, and the High-Level Committee on Management subsumed the functions of the Consultative Committee on Administrative Questions and the Information Systems Coordination Committee. It was also decided that coordination in programme and management areas under the two high-level committees would be supported through networks or task forces of agency specialists rather than through standing subsidiary bodies. The High-Level Committee on Management was also specifically tasked with providing policy advice and overseeing inter-agency cooperation in the area of information and communication technology. The above reorganization was reported to the Economic and Social Council at its substantive session in 2002 by means of the annual overview report of CEB for 2001 (E/2002/55), pursuant to a request in Council decision 2001/321.

31.34 The main focus of CEB in the coming years will be to contribute to ensuring systemwide coordinated follow-up to the Millennium Summit Declaration. CEB will continue to structure its biannual sessions around the themes of the annual reports of the Secretary-General to the General Assembly on the implementation of the Millennium Declaration. A further related priority for CEB will be to ensure integrated and coordinated follow-up to major United Nations conferences and summits. Also high on the work programme of CEB is the strengthening of systemwide support for the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development (NEPAD).

31.35 The central mandate of the High-Level Committee on Management is to provide guidance to the United Nations system on administrative and management issues that are of systemwide relevance and to promote inter-agency cooperation and coordination on these matters on behalf of CEB. As part of this mandate, it exercises inter-agency oversight over all aspects of common system policy and provides guidance and elaborates cost-sharing arrangements in support of those policies. In this context, the Committee pays attention to improving and harmonizing practices and policies in the organizations of the United Nations system and to promote efficiency and economy through management reform in the fields of human resources, information and communication technology, budget, finance and general administration, including management systems, travel operations, procurement and other general services. Particular attention is paid to follow-up actions by member organizations to decisions of the intergovernmental organs entrusted with systemwide coordination and expert bodies responsible for conditions of service of staff of the United Nations common system, oversight, common premises and other aspects of administrative control. In addition to its regular biannual sessions, the Committee draws upon a network of task forces, ad hoc working and expert groups on specific issues within the purview of the Committee.

31.36 During the biennium 2004-2005, the Committee will continue to place emphasis on human resources management and the reform of the common system by pursuing a range of specific studies. It will also continue to focus on promoting the implementation of inter-agency agreements on the security and safety of United Nations system personnel, as well as on United Nations system staff and their dependants living with HIV/AIDS. In the financial and budgetary areas, the emphasis will continue to be placed, inter alia, on accounting standards, cash management, relationships between regular and voluntary funding as well as the development of best practices in management. In the area of information and communication technology, the Committee will continue to focus on capitalizing on investments in information and communication technologies. In this connection, the Committee will continue to promote the development of initiatives to facilitate access of United Nations system information to Member States and the general public. The United Nations system Extranet will be further developed, as will tools for knowledge-sharing and management. Joint purchasing through framework agreements and volume discounts will also be expanded.

31.37 The High-Level Committee on Programmes, for its part, is charged with supporting CEB in developing concerted and effective responses by the common system to emerging policy challenges and issues relating to international cooperation and development; and with promoting synergies among policies and programmes, so as to enhance their overall impact. Its responsibilities include: fostering systemwide cooperation and coordination as well as knowledge-sharing in policy, programme and operational areas; serving as a forum for inter-agency dialogue and for the sharing of experiences on policy development, programming and monitoring modalities; and contributing to the translation of strategies and policies into broad guidance for coordination and programme implementation at the country level. In the discharge of these functions, the Committee, in addition to its regular biannual sessions, draws on inter-agency networks for the discharge of specific tasks.

31.38 During the biennium 2004-2005, the Committee will focus on developing concerted approaches by the system to the follow-up to recent conferences and summits, so as to help maximize mutual reinforcement among the new round of trade negotiations launched at Doha, and the follow-up to the International Conference on Financing for Development and the World Summit on Sustainable Development and optimize the contribution of these processes towards the achievement of the Millennium Declaration goals. With regard to the follow-up and monitoring of the implementation of the Millennium Declaration, attention will be paid to ensuring mutual reinforcement between global and country monitoring activities. The Committee will place special emphasis on mobilizing an effective inter-agency response to the Johannesburg Plan of Implementation, including the fostering of partnerships launched at the World Summit on Sustainable Development. The Committee will also continue to monitor systemwide support for the development of Africa, particularly within the NEPAD framework, and strengthening systemwide collaboration with civil society organizations.

31.39 As part of the reform of CEB, the Executive Heads decided that the new structure of its secretariat should be serviced and supported by a single jointly financed secretariat, with offices located in New York and Geneva. The secretariat has absorbed the functions of the New York-based Office for Inter-Agency Affairs, which was hitherto financed under section 9, Department of Economic and Social Affairs, and those previously carried out by the three jointly financed secretariat entities located in Geneva (hitherto reflected under parts C, D and E of former section 29, Jointly financed administrative activities).

31.40 The main goal of this consolidated CEB secretariat is to ensure a more integrated and coordinated United Nations system response to the policy directives and mandates of Member States. The CEB secretariat, therefore, contributes to cooperation and coordination within the United Nations system by providing support, services and information to Member States and the CEB member organizations on programme and operational policy issues of systemwide importance, as well as on activities and developments of inter-agency concern in the areas of human resources, information and communication technology, finance, budget and support services. The CEB secretariat supports the consultative processes between the Secretary-General and members of CEB, particularly when new policy initiatives are contemplated or when comprehensive and complementary responses to major international developments are required. The secretariat follows up on the CEB decisions, develops systemwide positions in policy, programme and operational areas, and promotes knowledge-sharing within the system. It undertakes research to promote best practices and serves as a clearing house for ideas and information on developments of interest to the system with a view to avoiding duplication and ensuring synergy. It maintains, on behalf of the system, a number of agreements and other arrangements related to the conditions of service of staff of the common system and supports the governance mechanisms of the United Nations System Staff College, pursuant to General Assembly resolution 55/278 of 12 July 2001. Exchange of information throughout the system is enhanced through the maintenance of a series of databases and web sites. The capacity of the CEB secretariat will continue to be augmented through the secondment of staff from member organizations.

Table 31.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To ensure effective mobilization of the full capacity of the United Nations system to implement intergovernmental decisions.

Expected accomplishments	*Indicators of achievement*
(a) Increased collaboration and coordination among member organizations in response to decisions of intergovernmental bodies	(a) Increase in the number of joint or complementary programmes, initiatives and activities to strengthen systemwide follow-up to intergovernmental decisions *Performance measures*: 2000-2001: 8 Estimate 2002-2003: 12 Target 2004-2005: 12
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations in the administration and management areas	(b) Increase in the number of coordinated systemwide responses to ICSC initiatives, staff management issues, finance and budgetary issues *Performance measures*: 2000-2001: 8 Estimate 2002-2003: 12 Target 2004-2005: 14
(c) Improving knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Number of applications and common platforms in use shared by programmes within the United Nations system and with Member States *Performance measures*: 2000-2001: 6 Estimate 2002-2003: 9 Target 2004-2005: 15

External factors

31.41 The activity is expected to achieve its objectives and expected accomplishments on the assumption that the member organizations and their governing bodies will commit themselves and make timely contributions to the issues addressed by CEB.

Outputs

31.42 During the biennium 2004-2005, the following outputs will be delivered:

(a) Substantive servicing intergovernmental and expert bodies:

(i) General Assembly:

a. Substantive servicing of plenary meetings of the General Assembly on matters related to inter-agency affairs;

b. Parliamentary documentation: systemwide reports to the General Assembly on the budgetary and financial situation and the collection of contributions; CEB comments on the reports of the Joint Inspection Unit;

(ii) Economic and Social Council:

a. Substantive servicing of plenary meetings on matters related to inter-agency affairs;

b. Parliamentary documentation: CEB annual overview report; systemwide responses to reports of the Joint Inspection Unit; inter-agency inputs to reports on the follow-up to the Millennium Assembly; inter-agency statistical reports on personnel, financial and general administrative subjects;

(iii) Committee for Programme Coordination:

a. Substantive servicing of the Committee meetings on matters related to inter-agency affairs;

b. Parliamentary documentation: CEB annual overview report;

(iv) International Civil Service Commission:

a. Contribution to the activities of the Commission;

b. Miscellaneous papers on common positions of the United Nations system relating to conditions of service in the common system;

(v) United Nations Joint Staff Pension Committee:

a. Contribution to the activities of the Committee;

b. Miscellaneous papers on common United Nations system positions related to the Pension Fund;

(b) Other substantive activities:

(i) Substantive and technical servicing for:

a. Substantive sessions of CEB (2 sessions per year); as well as its informal meetings; special sessions and intersessional meetings, as required;

b. Meetings of CEB focal points to finalize the summary of conclusions of the Board (2 sessions per year);

c. Meetings of the High-Level Committee on Management (2 sessions per year);

d. Meetings of the High-Level Committee on Programmes (2 sessions per year);

e. Meetings of networks and ad hoc inter-agency arrangements established by the high-level committees in the programme and management areas, as required;

f. Background papers, summary conclusions and reports for the Board and its committees;

(ii) Monthly promulgation of rates for freelance interpreters, translators and editors, and promulgation of rates relating to the conditions of service;

(iii) Technical material: Extranet for the United Nations system, Executive Information Network; CEB web site; United Nations system locator; United Nations system chart; common system personnel database; participating agencies mobility system; education grant database; directory of senior officials; inventory of inter-agency arrangements; annual common system personnel statistics; systemwide inventory of software and hardware; promulgation of best practices of the United Nations system in a number of areas, including human resources and information and communication technology.

Table 31.13 **Total requirements for the secretariat of the Chief Executives Board for Coordination (full budget)**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	2 398.4	2 787.7	10	14
Non-post	1 253.8	844.5	-	-
Total	**3 652.2**	**3 632.2**	**10**	**14**
Extrabudgetary	-	-	-	-

31.43 The estimated requirements in the amount of $3,632,200, reflecting a decrease of $20,000, would provide for 14 posts in the CEB secretariat and its operational costs. Changes in post composition reflect an extensive reorganization of the CEB secretariat involving the abolition of some existing posts, the establishment of new posts and the conversion of temporary posts to established status.

31.44 The Board decided to abolish three out of four D-1 posts which existed within the CEB secretariat at its Geneva office in the biennium 2002-2003. In line with the new structure of the CEB secretariat, the Board decided to establish a new post for the Head of the secretariat at the D-2 level in its New York office who will be responsible for managing the secretariat and organizing support for CEB and its subsidiary machinery. Furthermore, the Board decided to establish two P-5 posts in its New York office. One of these P-5 posts will accommodate the functions of the Secretary of the High-Level Committee on Programmes; another P-5 post will assist the Director on administrative and management issues and also be responsible for information management and issues related to United Nations system cooperation with civil society and related organizations. The Board would also establish a P-4 post in its Geneva office, the incumbent of which would be responsible for coordination of information technology issues within the CEB purview, and a new P-3 post in its New York office for a programme/research officer. Furthermore, the Board established two General Service (Other level) posts in its New York office to provide adequate support services to the professional staff of the Office. Finally, the Board decided to convert the temporary posts, including one P-4 and one General Service (Other level) posts approved for the biennium 2002-2003 for the secretariat of the High-Level Committee on Programmes, to established status, owing to the continuing nature of their functions. All these changes in jointly financed posts for the CEB secretariat should be seen against the background of ending the practice of using United Nations regular budget costs in section 9, Department of Economic and Social Affairs for inter-agency activities.

31.45 The additional requirements with respect to the net four additional jointly financed posts arising from the new secretariat structure ($389,300) are more than offset by the proposed reduction in non-post requirements for the CEB secretariat ($409,300). The non-post requirements would provide for general temporary assistance, consultancy and contractual services, travel of staff, various general operating expenses, office supplies and furniture and equipment acquisition and replacement for both CEB secretariat offices.

Table 31.14 **Resource requirements: United Nations share of the budget of the Chief Executives Board for Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Non-post	1 371.5	1 310.9	-	-
Total	**1 371.5**	**1 310.9**	-	-
Extrabudgetary	-	-	-	-

31.46 The resource requirements in the amount of $1,310,900, reflecting a decrease of $60,600, relate to the United Nations share of the costs of the secretariat of the Chief Executives Board. The decrease of $60,600 reflects the combined effect of a slight decrease in the full budget of the Board and a slight downward revision of the United Nations percentage share of those costs.

D. Inter-organizational security measures

Full budget of the Office of the United Nations Security Coordinator (before recosting): $79,407,900

Regular budget resource requirements for the United Nations share (before recosting): $13,610,500

31.47 The goal of the United Nations security management system is to create and maintain a secure and safe working environment for delegates and staff to enable the effective and efficient conduct of United Nations activities. The Office of the United Nations Security Coordinator was created in 1988. In its resolution 54/192 of 17 December 1999, the General Assembly recognized the need to improve the safety and security arrangements for United Nations personnel and to strengthen the Office of the United Nations Security Coordinator.

31.48 The proposals submitted in the present section on the programme of work and the full budget of the Office of the United Nations Security Coordinator are based on decisions on the strengthening of the security and safety of the United Nations personnel in the field made by the General Assembly in its resolutions 55/238 of 23 December 2000 and 56/255 (VIII) of 24 December 2001 following related proposals made by the Secretary-General in his reports dated 18 October 2000 (A/55/494) and 15 October 2001 (A/56/469 and Corr.1 and 2).

31.49 The United Nations Security Coordinator acts on behalf of and reports directly to the Secretary-General to ensure a coherent response by the United Nations to any emergency situation. The Office of the United Nations Security Coordinator is responsible, inter alia, for all policy and procedural matters related to security. It is empowered to ensure a coherent response by the United

Nations to any emergency situation and formulate detailed recommendations to safeguard the security of staff and eligible dependants of the United Nations system. The Office coordinates, plans and implements inter-agency security and safety programmes, including all training, and acts as the focal point for inter-agency cooperation concerning security matters. The Office consults, as appropriate and time permitting, all organizations whose operations in any country would be affected by a security decision. In addition, it assesses on a continuing basis the extent to which staff of the United Nations system and operations worldwide are exposed or vulnerable to security problems. It reviews security plans formulated by United Nations staff in each country and ensures that each duty station has an adequate state of preparedness regarding contingency planning.

31.50 On behalf of the Secretary-General, the Office of the Security Coordinator takes all decisions relating to the relocation or evacuation of staff members and their eligible dependants from the insecure areas. On behalf of the United Nations system, the Office manages the malicious acts insurance policy that at present covers some 40,000 United Nations system personnel in 88 duty stations. It manages and coordinates resolution of incidents involving hostage-taking as well as arrest and detention of United Nations system staff. The Office develops and conducts security and stress management training for staff members of the United Nations system. It also investigates, as appropriate, cases involving the death of a staff member under suspicious circumstances.

31.51 During the biennium 2004-2005, the Office of the Security Coordinator will concentrate its attention and efforts to achieve progress in the following areas:

(a) Developing a comprehensive United Nations policy regarding the management of critical incident stress, including gender specific requirements;

(b) Implementing Minimum Operating Security Standards (MOSS);

(c) Updating the Security Handbook, security travel advisory and newsletters on major security developments;

(d) Conducting inspections, compliance (accountability) missions and investigations;

(e) Conducting workshops and training on security-related issues.

31.52 In the biennium 2002-2003, the Office of the United Nations Security Coordinator has been reorganized with a view to refocusing its central office in Headquarters both in functional and regional terms to be able to respond more efficiently to the demands on the United Nations system operations in the field. Newly restructured, the Office comprises the immediate Office of the United Nations Security Coordinator, the Executive Office, the Stress Management Unit and four Regional Desks covering Europe and Latin America, Africa East, Africa West, and Asia and Middle East, respectively. The structure and composition of the field security offices remain unchanged.

31.53 The activities of the Office of the United Nations Security Coordinator were not programmed in the medium-term plan for the period 2002-2005 owing to the inter-agency nature of its operations. Nonetheless, the activities of the United Nations Security Coordinator are presented in the present section on the basis of the results-based budgeting methodology endorsed by the General Assembly in its resolution 55/231. The overall framework of expected accomplishments and indicators of achievement is presented in table 31.15.

Table 31.15 **Framework of expected accomplishments and indicators of achievement by component**

Component	*Number of expected accomplishments*	*Number of indicators of achievement*
A. Executive direction and management	1	3
B. Programme of work		
1. Security coordination	3	4
2. Field security operation	1	1
Total	**5**	**8**

31.54 The overall level of resources for the Office of the United Nations Security Coordinator for the biennium 2004-2005 amounts to $79,407,900, before recosting, reflecting an increase of $16,890,400, or 27.0 per cent, as compared with the revised appropriation for the biennium 2002-2003. The increase is attributable to: (a) full costs associated with new posts established within the Office in the biennium 2002-2003 ($18,971,800), partly offset by the discontinuance of a one-time provision of $5,549,000; and (b) the proposals for additional net requirements stemming from the 2004-2005 programme of work of the Office ($3,467,600). The post composition of the Office reflects a proposal for the establishment of one P-5 post for an Executive Officer to cope with increasing financial, human resources and general administrative responsibilities, based on the experience gained during the biennium 2002-2003. The regular budget resources are supplemented by extrabudgetary funding derived from voluntary contributions to the Trust Fund for Security of Staff Members of the United Nations System as well as from the support account for peacekeeping operations. For the biennium 2004-2005, the extrabudgetary component is estimated at $3,874,300. Those resources would be utilized to maintain additional staff capacity and for implementation of the extensive security training programme in the field.

31.55 The issue of publications as a part of the programme of work has been reviewed in the context of this programme. It is anticipated that recurrent and non-recurrent publications will be issued as shown below in summary.

Table 31.16 **Summary of publications**

Publications	*2000-2001 actual*	*2002-2003 estimate*	*2004-2005 estimate*
Recurrent	-	18	48
Non-recurrent	-	-	1
Total	**-**	**18**	**49**

31.56 The estimated percentage distribution of the total resources for the Office for the biennium 2004-2005 is shown in table 31.17.

Table 31.17 **Percentage distribution of resources by component**

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	2.5	-
B. Programme of work		
1. Security coordination	21.4	30.5
2. Field security operations	73.4	69.5
Subtotal B	**94.8**	**100.0**
C. Programme support	2.7	-
Total	**100.0**	**100.0**

Table 31.18 **Resource requirements by component (full budget)**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2000-2001 expenditure*	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
1. Executive direction and management	-	2 153.7	(172.3)	(8.0)	1 981.4	115.4	2 096.8
2. Programme of work							
A. Security coordination	7 780.6	15 272.0	1 707.7	11.1	16 979.7	5 013.5	21 993.2
B. Field security operations	-	43 032.2	15 267.8	35.4	58 300.0	2 179.6	60 479.6
3. Programme support	-	2 059.6	87.2	4.2	2 146.8	98.0	2 244.8
Total	**7 780.6**	**62 517.5**	**16 890.4**	**27.0**	**79 407.9**	**7 406.5**	**86 814.4**

(2) *Extrabudgetary*

2000-2001 expenditure	*2002-2003 estimate*	*Source of funds*	*2004-2005 estimate*
		(a) Services in support of	
452.7	1 094.6	(i) Support to peacekeeping operations	1 180.5
		(b) Substantive activities	
823.6	2 693.8	Trust Fund for Security of Staff Members of the United Nations System	2 693.8
1 276.3	**3 788.4**	**Total**	**3 874.3**
9 056.9	**66 305.9**	**Total (1) and (2)**	**90 688.7**

Table 31.19 **Post requirements**

Category	Established regular budget posts		Temporary posts: Regular budget		Temporary posts: Extrabudgetary		Total	
	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005	2002-2003	2004-2005
Professional and above								
ASG	1	1	-	-	-	-	1	1
D-2	1	1	-	-	-	-	1	1
P-5	5	6	-	-	1	1	6	7
P-4/3	112	112	-	-	4	4	116	116
Subtotal	**119**	**120**	**-**	**-**	**5**	**5**	**124**	**125**
General Service								
Other levels	12	12	-	-	2	2	14	14
Subtotal	**12**	**12**	**-**	**-**	**2**	**2**	**14**	**14**
Other categories								
Local level	200	200	-	-	-	-	200	200
Subtotal	**200**	**200**	**-**	**-**	**-**	**-**	**200**	**200**
Total	**331**	**332**	**-**	**-**	**7**	**7**	**338**	**339**

31.57 In accordance with the agreed-upon formula, the share of the United Nations in the total cost of inter-organizational security measures is estimated at $13 610,500, representing 17.14 per cent of the full budget of the operation.

Table 31.20 **Resource requirements by component (United Nations share)**

(Thousands of United States dollars)

(1) *Regular budget*

Component	2000-2001 expenditure	2002-2003 appropriation	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	2004-2005 estimate
Inter-organizational security measures	1 580.8	11 987.4	1 623.1	13.5	13 610.5	1 330.1	14 940.6
Total	**1 580.8**	**11 987.4**	**1 623.1**	**13.5**	**13 610.5**	**1 330.1**	**14 940.6**

31.58 The United Nations share of costs for the biennium 2004-2005 is composed of the following three components:

(a) Costs associated with the central core functions of the Office, which are borne in full by the United Nations. These costs have been estimated at $5,439,100. These include post and non-post requirements for the immediate Office of the Security Coordinator, the Executive Office and the Stress Management Unit;

(b) A share in the total cost associated with security operations in the field, including the Headquarters direct operational support. These include post and non-post requirements for all 100 field security offices, and the four Regional Desks at Headquarters. On the basis of the

United Nations percentage share in such costs (9.87 per cent on average), the United Nations share of these costs would amount to $7,669,900.

(c) A share in the costs associated with application of the malicious acts insurance policy, based on number of United Nations personnel in the field covered by the policy. The share of these costs amounts to $501,500.

Executive direction and management

Resource requirements (before recosting): $1,981,400

31.59 The United Nations Security Coordinator acts on behalf of and reports directly to the Secretary-General to ensure a coherent response by the United Nations to any emergency situation and is responsible for all policy and procedural matters related to staff security, including decisions related to all aspects of evacuation. The Coordinator is assisted by the Deputy Security Coordinator, who directs daily inter-organizational security operations.

Table 31.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work and staff and financial resources.

Expected accomplishment	*Indicators of achievement*
Programme of work is effectively managed and supported by staff and financial resources	(i) Timely delivery of outputs and services; (ii) Timely requirement and placement of staff; (iii) Full utilization of resources.

Table 31.22 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	1 458.8	1 458.8	6	6
Non-post	694.9	522.6	-	-
Total	**2 153.7**	**1 981.4**	**6**	**6**
Extrabudgetary	-	-	-	-

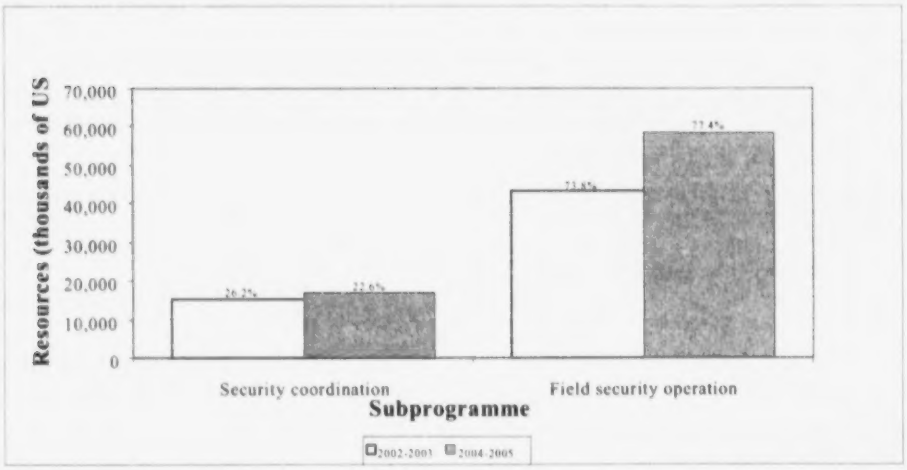
31.60 The estimated requirements amounting to $1,981,400, reflecting a decrease of $172,300 would provide for the continuation of six posts and related non-post resources, including the requirements for travel of the Coordinator and his Deputy in the context of the programme of work and for the communication costs. The decrease of $172,300 under non-post requirements reflects the expenditure pattern experienced in the biennium 2002-2003.

Programme of work

Table 31.23 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Programme of work				
1. Security coordination	15 272.0	16 979.7	21	21
2. Field security operations	43 032.2	58 300.0	300	300
Total	**58 304.2**	**75 279.7**	**321**	**321**
Extrabudgetary	3 788.4	3 874.3	7	7

Regular budget resource requirements by subprogramme



Subprogramme 1
Security coordination

Resource requirements (before recosting): $16,979,700

31.61 The Stress Management Unit and four Regional Desks covering Europe and Latin America, Africa East, Africa West, and Asia and Middle East, respectively, perform the function of security coordination. They are responsible for: managing daily field security policy coordination between the Office of the United Nations Security Coordinator and organizations of the United Nations system; establishing, coordinating and maintaining all United Nations system security policies, including the Field Security Handbook and specialized security directives and other relevant security policy documents; developing security requirements for new missions, special, regular operations and emergency operations; developing standardized security plans as well as relevant security-related statistical databases, such as staff casualties, hostage-taking incidents and duty station crime statistics; participating in assessment missions and technical survey missions, coordinating with non-governmental and intergovernmental organizations on matters of security; monitoring, researching and assessing factors regarding security and safety with respect to civilian staff members at peacekeeping missions; coordinating, planning and implementing security and safety programmes for peacekeeping missions; conducting independent investigations into the death of staff members of the United Nations system under suspicious circumstances, as well as cases involving threats; monitoring and assessing performance of field security officers.

Table 31.24 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective 1: To ensure that policies and procedures with respect to security and safety of field staff and family members are well coordinated in all duty stations.

Expected accomplishment	*Indicators of achievement*
Improved coordination of policies and procedures relating to the security and safety of United Nations field-based staff and family members	Minimum Operating Security Standards (MOSS) established at all duty stations *Performance measures*: 2000-2001: not applicable Estimate 2002-2003: 45 per cent Target 2004-2005: 100 per cent

Objective 2: To assist staff members in coping with security-related stress.

Expected accomplishment	*Indicators of achievement*
Improved coverage of critical incident stress management for United Nations staff and families	(i) Level of coverage for United Nations staff requiring emotional first aid and psychological damage control following critical incidents such as death in the line of duty *Performance measures*: 2000-2001: not applicable Estimate 2002-2003: 70 per cent Target 2004-2005: 90 per cent (ii) United Nations staff received training in the area of stress management and critical incident stress management *Performance measures*: 2000-2001: 10 per cent Estimate 2002-2003: 70 per cent Target 2004-2005: 90 per cent

Objective 3: To educate staff members on security matters.

Expected accomplishment	*Indicators of achievement*
Improved level of minimum standard security training for staff of the United Nations	Increase in the percentage of United Nations staff members certified as having taken "Basic Security in the Field" *Performance measures*: 2000-2001: 10 per cent Estimate 2002-2003: 70 per cent Target 2004-2005: 90 per cent

External factors

31.62 The activity is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) The organizations participating in the security management system and staff in the field extend full cooperation and are supportive of the efforts of the United Nations Security Coordinator;

(b) Emergency operational requirements, such as responding to terrorist targeting of United Nations facilities/personnel or other critical security incidents, do not force the redirection of programme resources.

Outputs

31.63 During the biennium 2004-2005, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately 10 meetings and/or informal consultations of the General Assembly, the Security Council and the Chief Executives Board; approximately 10 meetings of the Advisory Committee on Administrative and Budgetary Questions; and approximately 10 meetings of the High-Level Committee on Management and the Inter-Agency Security Management Network and related working groups;

(ii) Parliamentary documentation: annual and ad hoc reports to the General Assembly on the functioning of the security management system in the field (as required);

(b) Other substantive activities:

(i) Chairing a task force on critical incident stress management within the United Nations system;

(ii) Published material: Security Handbook (1); Security travel advisory (24); Newsletter on major security developments (48); Updates on security issues;

(iii) Field missions and conduct of regional workshops on security and safety issues (48); inspections and compliance (accountability) missions (88); investigations (10); biannual meetings/training seminars involving staff counsellors and stress counsellors from the United Nations and the agencies; preparation of training material, such as materials on critical incident stress management available for use by United Nations staff counsellors and stress counsellors; stress management training materials for use by all staff in the field, including gender-specific material; developing inter-agency policies and procedures regarding critical incident stress management, including the development of training programmes and strategies for use by organizations and United Nations agencies in response to emergency situations.

Table 31.25 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	3 125.4	4 700.2	21	21
Non-post	12 146.6	12 279.5	-	-
Total	**15 272.0**	**16 979.7**	**21**	**21**
Extrabudgetary	1 094.6	1 180.5	7	7

31.64 The resource requirements of $16,979,700, reflecting the increase of $1,707,700 would provide for the continuation of 21 posts and for related non-post costs, including those for malicious acts

insurance coverage of staff in the field, travel of staff to the field, training programme on the security and safety issues, external printing requirements and communication costs. The increase is attributable to: (a) additional requirements of $1,574,800 to accommodate the delayed impact of the establishment of posts in the biennium 2002-2003; and (b) additional requirements for the malicious acts insurance policy due to an anticipated increase in the number of United Nations personnel in the field ($520,000), partly offset by a reduction in requirements, based on expenditure experience, with respect to travel of staff and communications in the amount of $387,100.

Subprogramme 2
Field security operations

Resource requirements (before recosting): $58,300,000

31.65 The core functions of field security operations are: responsibility for all aspects of security management, crisis readiness and prevention at each duty station; cooperating closely on security matters with all other offices of the United Nations system at the duty station to ensure the best possible coordination; establishing and chairing a security coordination cell for duty stations where there are also single agency security officers in order to ensure that all security officers at a duty station are working together to further inter-agency security coordination; undertaking risk/threat assessments for all locations at the duty station where personnel employed by organizations of the United Nations system and their eligible dependants are present; developing good contacts with national law enforcement agencies; ensuring that all security and communications equipment is in good repair; ensuring that staff members and eligible family members are kept informed of matters affecting their security and that appropriate arrangements are made for briefing newly arrived staff members; updating security plans, contingency plans and security listings of staff members and their eligible family members; maintaining up-to-date detailed instructions for personnel employed by organizations of the United Nations system and their eligible dependants on precautions they should take in relation to the implementation of the security plan; ensuring that plans for relocation/evacuation are current, feasible and can be implemented; conducting security surveys of residential areas and premises; ensuring that the appropriate level of confidentiality is maintained with regard to security matters; advising the designated official and the security management team on operational security requirement consistent with MOSS. The field security officers serve as principal advisers to the designated official and the security management team in the execution of responsibilities with regard to the security of personnel employed by organizations of the United Nations system and their eligible dependants and property.

Table 31.26 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective: To minimize security risk in the field.

Expected accomplishment	*Indicators of achievement*
Improved security of working environments for all United Nations field-based staff and family members	Security plans in place for all countries *Performance measures*: Number of duty stations where approved security plans are in place *Performance measures*: 2000-2001: 158 duty stations Estimate 2002-2003: 158 duty stations Target 2004-2005: 158 duty stations

External factors

31.66 The activity is expected to achieve its objectives and expected accomplishments on the assumption that:

(a) Full cooperation is extended to the field security officers by all agencies located in the duty station and by staff and family members, who are expected to comply with the security and safety norms and standards;

(b) Emergency operational requirements, such as responding to terrorist targeting of United Nations facilities/personnel or other critical security incidents, do not redirect programme resources from their original purpose.

Outputs

31.67 During the biennium 2004-2005, the following outputs will be delivered:

Other substantive activities:

(i) Implementation of security plans (158);

(ii) Conduct of security assessments missions (1 mission per year to each duty station) and office security surveys (158);

(iii) Issuance of quarterly incident reports on each duty station;

(iv) Training sessions for staff (quarterly training conducted in each duty station).

Table 31.27 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	28 043.0	45 440.0	300	300
Non-post	14 989.2	12 860.0	-	-
Total	**43 032.2**	**58 300.0**	**300**	**300**
Extrabudgetary	2 693.8	2 693.8	-	-

31.68 The resource requirements of $58,300,000, reflecting an increase of $15,267,800, would provide for the continuation of 300 posts and related non-post operational costs in 100 security offices in the field. The increase of $15,267,800 comprises: (a) an increase in the requirements under posts in the amount of $17,397,000 to accommodate the delayed impact of the establishment of 300 new posts in the field security offices in the biennium 2002-2003, partly offset by the discontinuation of one-time provisions approved in the biennium 2002-2003 for the field security offices ($5,039,700); and (b) an increase in the operational requirements for 2002-2003 ($2,910,500) which is primarily attributable to the costs of field administration services provided by UNDP for the field security offices.

Programme support

Resource requirements (before recosting): $2,146,800

31.69 The Executive Office provides the administrative, managerial and programme support necessary for the implementation of the mandated activities of the Office. It assists the United Nations Security Coordinator in the preparation of the medium-term plan, the preparation and implementation of the programme budget, the management of the trust fund, the administration of a malicious acts insurance contract providing relevant support services for the efficient utilization of human resources, and the planning, control and coordination of requirements related to general office administration. In addition, the Executive Office coordinates with UNDP on the support services provided by UNDP to the field security offices. The Executive Office also handles the Office's information technology needs, including the maintenance and upgrading of office automation equipment and user applications.

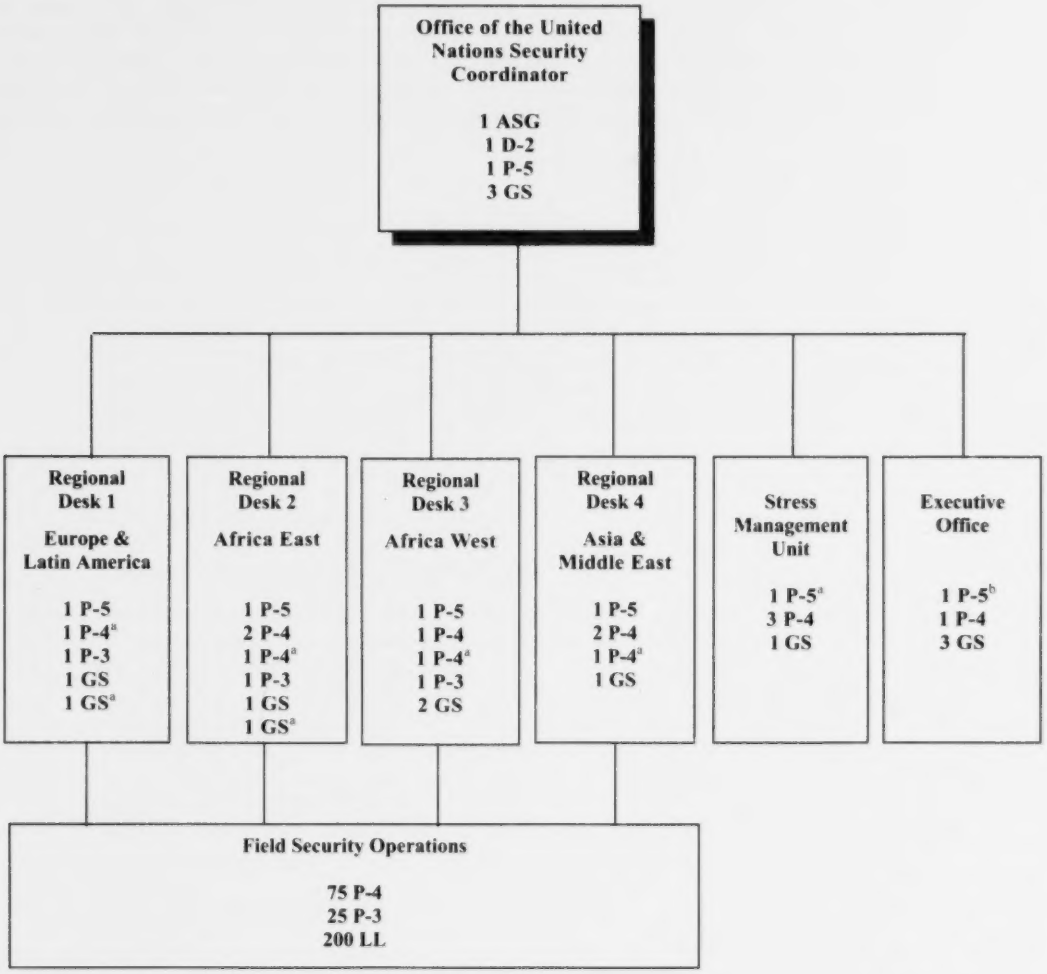
Table 31.28 **Resource requirements**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2002-2003*	*2004-2005 (before recosting)*	*2002-2003*	*2004-2005*
Regular budget				
Post	621.2	785.3	4	5
Non-post	1 438.4	1 361.5	-	-
Total	**2 059.6**	**2 146.8**	**4**	**5**
Extrabudgetary	-	-	-	-

31.70 The resource requirements of $2,146,800 including a net increase in the amount of $87,200, would provide for the continuation of five posts and the non-post provisions, some of which are for the Office as a whole. The proposed staffing of the Office reflects a new P-5 post for the Executive Officer. The proposal is based on the experience gained in the biennium 2002-2003, which indicated a significant increase in the complexities of the administrative functions of the Executive Office, involving interaction with UNDP and other organizations and a significant increase in the volume of work due to the growing size of the operations. The non-post requirements of $1,361,500 are estimated to be $76,900 less than those approved for the current biennium. The operational requirements include those for rental of premises for the central office at Headquarters, as well as those for office supplies, maintenance and replacement of office automation equipment.

Office of the United Nations Security Coordinator

Organizational structure and post distribution for the biennium 2004-2005



[a] Posts funded from the support account for peacekeeping operations.
[b] New posts.

Annex

Comments of the Chief Executives Board for Coordination on the budget proposals of the Joint Inspection Unit

To be submitted separately.